

NFAC 6751-80

10 October 1980

MEMORANDUM FOR: DD/NFA
THROUGH: C/PMES
FROM: Senior Review Panel
SUBJECT: FY 1980 Annual Report

OVERVIEW

Pursuant to its Charter, dated 11 December 1978, the Panel continued to provide an independent, collegial, and substantive review of major intelligence products of both the Intelligence Community and NFAC with a view to enhancing their quality, usefulness and policy relevance. In addition, the Panel has undertaken post audits of intelligence efforts, participated in intelligence production planning, and recommended improvements in overall intelligence processes. Now underway and nearing completion by the Panel is a major evaluation of NFAC production over a period of one year. The Panel has received substantial indications that it is now recognized as providing a needed and useful service to the Intelligence Community.

MAJOR SUBSTANTIVE ENDEAVORS AND ACCOMPLISHMENTS

Review of Major Interagency Intelligence Papers

The review of planned interagency papers at the request of DD/NFA, C/NIC or the NIOs concerned is a continuing priority activity. The Panel has prepared a total of 85 memoranda commenting on 24 NIEs and SNIEs, and 26 IIMs in various stages of production. About two-thirds of these 50 interagency assessments concerned an individual country while the others were of a regional or topical nature.

Production Analysis/Post Mortems

From January-April 1980 the Panel, assisted by [redacted] and a small ad hoc staff from the Community, conducted a comprehensive, in-depth examination of

25X1
25X1

25X1

25X1

~~SECRET~~

SECRET

SUBJECT: FY 1980 Annual Report

Intelligence Community performance over the period October 1962 to November 1979 regarding the Soviet military presence in Cuba. Most of the management issues deriving from its study and the recommendations appearing in the Panel's report of 30 April 1980 concern the development of a more active effort to deal with intelligence analysis and production on a Community basis. At the NFIB meeting of 15 July 1980, DD/NFA was directed by the DCI to report periodically on the implementation of these recommendations.

In April 1980, the Panel was tasked to evaluate NFAC production, specifically the work of OPA, OER, OSR, OSWR (formerly OSI and OWI) and OGSR (formerly OGCR) during the one-year period, 1 April 1979 through 31 March 1980. Phase I of the evaluation, a comprehensive survey and analysis of Office production, was completed on 15 August 1980. In this phase, the primary purpose was to assess the breadth and adequacy of NFAC's intelligence coverage and the effectiveness of its management information systems. The Panel is currently working on Phase II of this study--an evaluation of the quality of the production; this phase is scheduled for completion in December 1980. Interagency products and the PDB and the NID are excluded from the Panel's evaluation. However, all other forms of NFAC production are included, with the main focus on IAs, IMs, and Research Papers.

Research Production Planning

The Panel participated in NFAC production planning during the year, reviewing proposed programs at appropriate times. The Panel prepared several papers on various aspects of the estimative process. Some of the subjects explored were: "The Comparative Advantages and Disadvantages of Interagency and NFAC Estimates"; "Theory and Practice of NIEs, SNIEs, and IIMs"; and "Major Estimates of Soviet Military Capabilities in Situations Less Than General War".

Other Activities

The Panel, as a group and individually, through established senior-level contacts in other Community departments and agencies has maintained on an informal basis a continuing dialogue on requirements for, and reactions to, intelligence production.

SECRET

SUBJECT: FY 1980 Annual Report

Individual members of the Panel participated in a wide range of activities: Acting NIO-at-Large for NIE 11-12; Member of NFAC's Long Range Planning Working Group; "Participating Observer" on Interagency Working Group for Production; members of ad hoc NIC panels formed to review specific interagency papers; member of the DD/NFA's Working Group to steer research planning effort.

MAJOR ORGANIZATIONAL DEVELOPMENTS

The Panel currently consists of three members: Amb. William Leonhart (9 August 1978). Gen. Bruce Palmer (1 November 1978). and [redacted] (11 February 1980). [redacted] resigned from the Panel on 12 September 1980, while Dr. Lincoln Gordon is expected to join the Panel in late October 1980. The Panel was ably assisted by its Executive Assistant, [redacted] who was succeeded by [redacted] in June 1980. It is also well supported by [redacted]

25X1
25X1

25X1
25X1
25X1

FUTURE DIRECTION AND PLANS

The Panel continues to develop a positive off-line role with respect to advising the senior agency leadership involved in NFAC and interagency production. In addition, the Panel sees a possible role for itself in assisting the DCI and the DD/NFA in the improvement of the intelligence product on a Community-wide basis. The performance of that role needs careful development of relationships and precise definition and delineation of tasks.

William ~~A~~ Leonhart

Bruce Palmer, Jr.

25X1